

## Part B: Market/Situational Analysis

### STRENGTHS

- Access to Interstate highways, rail transportation, and three major international airports within 50 miles; a helipad is available on post, and a regional airport is just five minutes away in Frederick.
- Largest employer in Frederick County and is viewed favorably by local community leaders and elected officials. Frederick County is one of the fastest growing counties in the state of Maryland with quality educational facilities and social and cultural activities.
- Well-developed interservice support agreement process.
- Installation preventive maintenance process
- Owns and operates its own water treatment plant and has an independent Wastewater system to handle potentially contaminated liquids and a completely separate sanitary wastewater system.
- Safety record
- Hazardous Material Response Team fully equipped with a HAZMAT vehicle; on-call 24 hours
- One of few military installations with its own state-of-the art, state-permitted, self-contained landfill. It is fitted to support unique medical missions.
- Incinerator meets all state of Maryland air pollution standards, is state-permitted – meeting the requirements for disposal for “Special Medical Wastes.”
- Master Planning and Installation Real Property Planning Board Working Group (RPPBWG).
- All utilities on the installation have built-in redundancy to maintain continuity of services.
- A fiber optics network system is available both on-post and in the local public communications system; in addition, the installation has state-of-the-art computer technology and support.

- Approximately 800 acres of undeveloped real estate is available to meet DOD and mission related requirements.
- Workforce is motivated, well trained and exceedingly knowledgeable about the utilities and requirements of the specialty units on post.
- USAG aggressively pursues innovative and creative techniques in internal operations and services. Transition to a Most Efficient Organization (MEO) will redefine the USAG to capitalize on efficiencies, reduce duplication of efforts, and bureaucracy.
- Customer service representatives provide continuous communications with customers to meet their needs.
- Selected as MEDCOM's nominee for Army Communities of Excellence for several years. The installation received honorable mention at the Department of the Army level competition for three years. It was selected as a semi-finalist in the 1998 competition. In 1999, ACSIM selected Fort Detrick as a winner of the Army Communities of Excellence Award.

### **WEAKNESSES**

- Antiquated World War II buildings and infrastructure consume valuable time, energy and other resources that could be used more productively.
- Keeping up with technological advances.
- Timeliness of response to customers
- Lack of baseline data to develop valid performance measures and Activity-Based Costing.
- Failure to globally communicate vision, values, and goals to entire workforce and gain complete support.

### **OPPORTUNITIES**

- Creation of the Detrick Center for Training and Education Excellence increases the opportunity for training and professional development utilizing the latest technology.
- Development of partnerships with other federal agencies and local government entities produces an economy of scale and improves the potential for sharing with and learning from others.
- Commercial Activities Study (A76) will force a rapid transition to becoming the Most Efficient Organization (MEO) gaining an edge over our competitors.

- The Calibre Study, which assessed the value of consolidation of similar functions with MRMC, may increase the value of USAG in the eyes of the Medical Command, e.g., merging the Community Relations, the U.S. Army Medical Research and Materiel Command's Public Affairs Office, and the USAG Public Affairs Office allows for an increased targeting of all audiences.
- Joint service involvement in Army medical department.
- Locating new funding sources to reimburse support.
- In the FY02-04 timeframe, the post will replace its campus communication backbone with the latest generation technology. This upgrade will allow Fort Detrick to provide state-of-the-art data and video (and possibly voice) services to installation organizations.
- Internet access was upgraded in January 2000 to permit significantly improved access to Internet sites, which is a critical component of the workplace today.
- Intranets have been established to serve both the installation as well as the Garrison. These are important tools that become online electronic encyclopedias of information; tailored for a specific group of users.

## **THREATS**

- The Department of the Army mandated a Commercial Activities (A76) study resulting in a successful bid by the government to retain services in-house causing a Reduction in Force and a reorganization of base operations support.
- The Commercial Activities (A76) study and implementation of the MEO threatens morale and places an added burden on the workforce while striving to compete against private industry.
- Government downsizing and budget degradation reduces the ability of the workforce to provide timely service to all customers.
- Operations of the post are regulation driven and hinder effective and efficient operation available to competition.
- Bureaucratic restraints such as civilian personnel regulations and procurement impediments impinge on the ability of USAG to compete for quality personnel and deliver timely, cost-efficient services.